

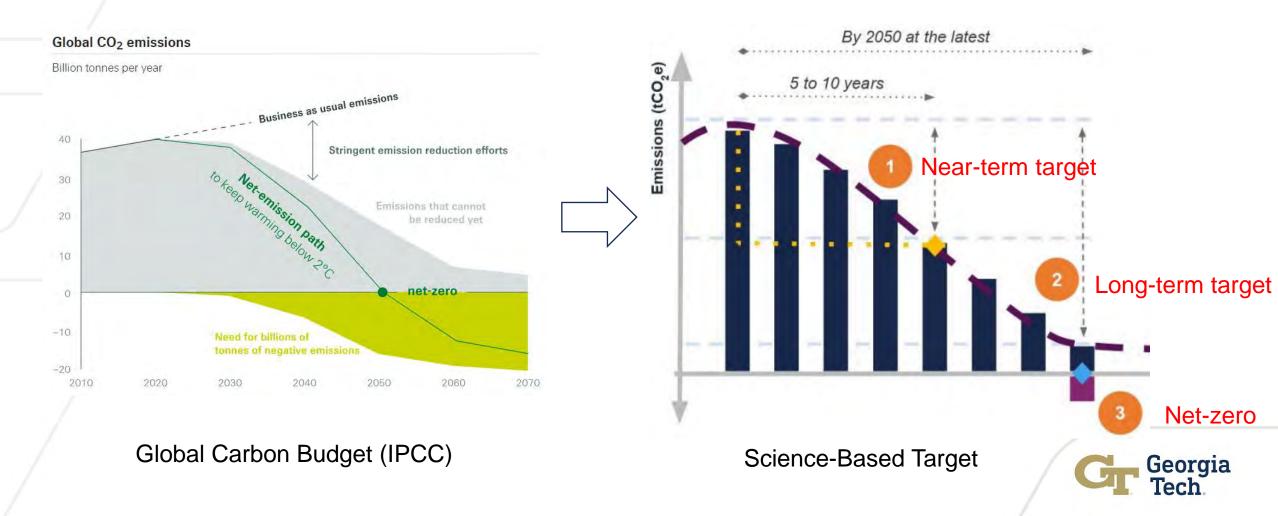
Data Analytics on Science-Based Targets Initiatives

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What Is Science-Based Target?

- ☐ SBTi provide carbon reduction guidelines for firms to be aligned with global carbon budget
- 8,000 global firms joined SBTi with 3,000 firms set net-zero targets



What Changes Are Required To Align With SBTi?



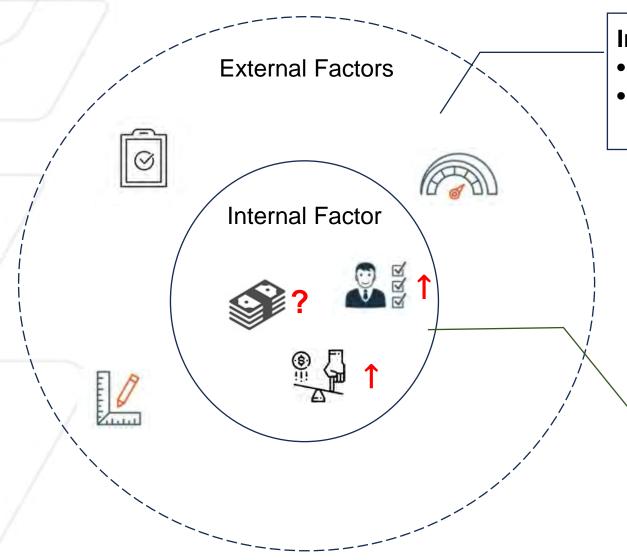
Set Target in 2021 1.5°C by 2030 "By May 2016, we had developed a target and had it signed off internally. But when we presented it to the initiative's experts for approval we discovered we hadn't fulfilled the criteria for Scope 3 emissions. Having done this, we re-submitted our target to the Science Based Targets initiative and they approved it in December 2016. In all, the process took about a year."



Set Target in 2021 Well-below 2°C by 2030 "We now have fuel cell technology at our waffle-making facility in San Jose, which generates electricity. This is the first time Kellogg has explored this sort of thing and it was motivated directly by the emissions reduction target. We are looking to replicate it in another facility."



What drives the SBTi commitment?



Institutional theory

- Coercive pressure: carbon regulations
- Normative & Mimetic pressures: Industry & Supply chain partners

Resource-based perspective

- Available Slack Resources (i.e., Cash)
- Recoverable Slack Resources (i.e., SG&A)
- Financial Leverage (i.e., Debt)



Takeaways & Future Works



- (1) Setting carbon reduction targets and reducing emissions requires strategic redeployment of existing resources within the firm.
- (2) Firms can identify opportunities during the target-setting process (i.e., project that is profitable while reducing emissions) and spur green innovations.
- (3) Obtain CDP (Carbon Disclosure Project) database to further validate our results
- Carbon Abatement Projects ex) Renewable Energy, Energy Efficiency, Recycling, Electrification, Behavioral Change
- Internal Carbon Pricing
 Including the cost of carbon emissions in making strategic decisions (i.e., investment)



Thank You

Any Questions?



